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April 28, 2000

EARTH OBSERVING SYSTEM (EOS)
AURA PROJECT
CONTINUOUS RISK MANAGEMENT (CRM)
PLAN

April 2000

GODDARD SPACE FLIGHT CENTER

GREENBELT, MARYLAND

AURA PROJECT

CRM PLAN

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1.0 Introduction

The NASA Earth Observing System (EOS) Aura Project, Continuous Risk Management (CRM) Plan defines the process and implementation of conducting CRM throughout the life-cycle of the EOS Aura Project. Implementing CRM for the project will provide a continual risk process (identify, analyze, plan, track, and control) for all disciplines and phases ensuring that communications and documentation are maintained across the entire project. The initial description of this process has been provided by NPG 7120.B NASA Program and Project Management Processes and Requirements Document.

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This CRM Plan is an expansion of the EOS Aura Project Plan, 424-PG-7120.2.1. It is intended to compliment overall EOS Aura Project Management and therefore CRM will be an integral part of project management. The implementation of this plan solicits inputs from everyone in the project from the individual, group leaders, managers, resulting in the Project Manager giving final approval for implementation of this plan.

1.1 Purpose

The purpose of this document is to describe the Continuous Risk Management Plan for the EOS Aura Project. This includes brief descriptions of the CRM processes in order to carry out this effort. CRM will assist the project in performing informed decision-making, optimizing allocation and use of resources, and coordinating trade studies against cost, schedule, and performance goals.

1.2 Scope

This document describes a process for utilizing CRM in all aspects of the EOS Aura Project. CRM applies to NASA GSFC activities, as performed by both civil servants and contractors supporting the EOS Aura Project, including the spacecraft, instruments, and all disciplines supporting the project. The objective of this effort is to formalize CRM from the inception of this plan to the completion of the project development, through launch and into operational support, throughout the project's complete life-cycle. In addition, the objective of CRM is to forecast and manage risks before they become problems. To the extent possible, EOS Aura will utilize lessons learned from other EOS Projects in carrying out this CRM Plan. The EOS Aura CRM Plan will be reviewed at least annually and updated as required.

1.3 Document Organization

This document is organized into five major sections.

Section 1 is an introduction and overview of this document.

Section 2 lists parent, applicable and reference documentation.

Section 3 provides an overview of the risk identification, analysis, and planning that will be used by the EOS Aura Project.

Section 4 describes the tracking, control, and communication necessary for CRM.

Section 5 describes the tools used to implement CRM on the EOS Aura Project.

Appendix A contains a list of acronyms used in this document.

Appendix B includes documentation figures for the Risk Information Sheet including process and instructions for filling it out, Risk Tracking Log, and EOS Aura Risk Management Process Diagram.

Appendix C provides an example of the WEB Site CRM

2.0 Related Documentation

This section lists additional, related documents. Section 2.1 lists the parent document that establishes the criteria and technical basis for this document. Section 2.2 lists the applicable document; this document is in conformance with the requirements and contents of this document. Section 2.3 lists recommended reference documents for informational purposes.

2.1 Parent Document

424-PG-7120.2.1, Earth Observing System (EOS) Aura Project Plan

2.2 Applicable Document

NPG 7120.5A, NASA Program and Project Management Processes and Requirements Document, Revision B, Dated November 21, 2002

NPG 8000.4, NASA Risk Management Procedures and Guidelines, Dated April 25, 2003

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2.3 Reference Documents

GSFC 422-11-12-04, Earth Observing System (EOS) PM Project Risk Management Plan, Dated November, 1994

505-10-26, ESDIS Risk Management Plan, Dated August, 1996

Carnegie Mellon University, Continuous Risk Management Guidebook, Copyright 1996

GSFC Software Assurance Technology Center (SATC), Course Materials and Workshop Materials, Dated January 1999

3.0 Risk Identification, Analysis, and Planning

Performing risk identification, analysis, and planning for the EOS Aura Project are the first three phases of CRM. These steps are necessary in recording and prioritizing project risks. The following sections describe these phases for the project.

3.1 Risk Identification

The process of risk identification is a daily ongoing project activity that takes place during the routine project workflow. Project activities such as programmatic and technical meetings, telecons, reviews, and other communication interchanges, will surface project risks. When this occurs, the risk (if not previously recorded) should be captured by placing it on a Risk Information Sheet to be analyzed and tracked.

The initial risk statement will contain a short descriptive risk title, current date, the risk condition, one or more consequences, and a concise context description. Performing this task provides the project the ability to transform uncertainties and issues into tangible and manageable risks. This also allows the project to locate and manage risks before they become problems.

As described above, risk identification is part of the ongoing project activities and not a separate discipline or group of activities. Risk identification is the responsibility of every individual involved in the EOS Aura Project. The overall objective of identifying and managing project risks is to reduce or eliminate risks before they become problems, thus resulting in increased chances of the project's success.

Risks can be present in any area of the EOS Aura Project. Risks may be technical or programmatic. If risks are technical, they may be attributed to:

- inconsistent or incomplete requirements
- design oversights
- unproven technologies
- interface or integration difficulties
- unanticipated fault detection

- unforeseen quality and/or safety issues
- insufficient resources (e.g., mass power, data rate, computer capability)

These and other technical risks may be with the common spacecraft, any one of four instruments, the EOSDIS, or any other part of the EOS Aura mission. The technical risks generally involve technical disciplines such as systems engineering, hardware and/or software engineering, parts engineering, manufacturing, or integration & test.

Programmatic risks include all risks that are not technical by nature. However, technical risks may include some attribute of a programmatic risk like impact to cost and/or schedule. Programmatic risks generally involve management resources, communications, and decisions.

3.2 Risk Analysis

Once an EOS Aura Project technical or programmatic risk has been identified and written as a risk statement (Condition; Consequence(s) + Context) on the Risk Information Sheet, it is then analyzed. The analysis of the risk statement considers three identifiers for prioritizing and establishing the importance of identified risks.

The prioritization process is performed as a roll-up function starting at the risk element identified by the individual person and weighted through the risk process up to the system level. An identified risk may receive a higher prioritization at the element level than it would when rolled-up to the system level. These three identifiers for risk weighting at the system level are:

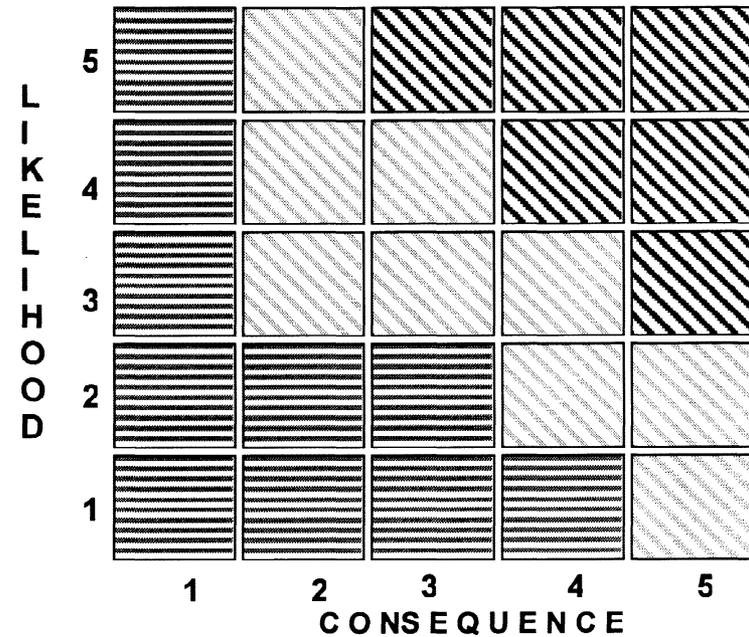
- Consequence the severity if risk should materialize
- Likelihood the likelihood of risk occurrence
- Timeframe time to start action or mitigation

The above three identifiers are prioritized into five levels or degrees as follows:

EOS Aura Risk Definition Charts

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Likelihood Level	Likelihood of Risk Occurrence
1	Extremely Remote
2	Unlikely
3	Possible
4	Likely
5	Highly Likely



Level	Technical Impact	Schedule Impact	Cost Impact	Science/Mission Impact
1	Minimal or none	Minimal or none	<\$100,000	Minimal or none
2	Some margin reduction	Additional resources required to meet need date	\$100,000 to \$300,000	Science objectives impacted or degraded, but science still valid
3	Significant margin reduction	Schedule slip affecting critical path but not Launch	\$300,000 to \$500,000	A few science objectives not met, mission success still valid overall
4	No margin remaining	Major slip in key milestone	\$500,000 to \$1,000,000	Some science objectives not met
5	Below requirement	Schedule slip affects Launch date	>\$1,000,000	Most or all mission science objectives not met

LEGEND

	High- Implement new process(es) or change baseline plan
	Medium- Aggressively manage-- Consider alternative process
	Low- Monitor

LIKELIHOOD (the probability of risk occurrence)

- Very High (VH) Level 5 = Highly likely
- High (H) Level 4 = Likely
- Medium (M) Level 3 = Possible
- Low (L) Level 2 = Unlikely
- Very Low (VL) Level 1 = Extremely Remote

TIME (time to start action or mitigation)

- Near Term (N) = < 3 months
- Mid Term (M) = 3 months to 6 months
- Far Term (F) = > 6 months

The author/originator of the risk provides the risk "title" and "statement", dates it in the "Date Identified" field, and places their name in the "submitter name" field on the form. In addition they fill in the "context" field and send the form on to the Project Risk Manager (PRM). The PRM receives the Risk Information Sheet, reviews it for completeness and brings it to the next scheduled EOS Aura Technical Project Review Meeting as an agenda item to be reviewed for acceptance. At these review meetings the risk will be evaluated for completeness, consequence, likelihood, and time frame will also be determined for the individual risks.

If accepted, the risk is placed on the Risk Information Sheet and is tracked by the PRM. The identified risk is also placed on the Project Risk Tracking Log for tracking purposes. Appendix B includes the Risk Information Sheet template and process/instructions for filling it out.

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3.3 Risk Planning

In this phase of the EOS Aura CRM process, the project decides what action, if any, will be taken to manage/mitigate the risk or set of related risks. There are four actions that can be assigned to a risk. The options are:

- **RESEARCH** the risk to gain more information about it.
- **ACCEPT** the risk as stated and do nothing about it other than accept it.
- **WATCH** for identified “triggers” before taking any action about the risk.
- **MITIGATE** the risk to reduce or eliminate it.

4.0 Risk Tracking, Control, and Communication

Performing risk tracking, control, and communication for the EOS Aura Project is necessary to ensure risks are tracked and are not lost in the process. The following paragraphs describe these three phases of the CRM process.

4.1 Risk Tracking

In the risk tracking phase the EOS Aura Project acquires, compiles, and reports information on selected risks. This phase is necessary to collect accurate, timely, and relevant project risk information and to present it in a clear manner. This information shall be provided at monthly Project Status Review (PSR) meetings and be included on the agenda as required. This information shall also be provided in CRM Project Review Meetings that are held biweekly or as required and run for duration of approximately one-hour. The meetings are chaired by the project manager or designee and are represented by all senior staff and other members of the project. These meetings are facilitated and coordinated by the PRM.

Individuals and groups shall identify/document risks and shall track/report each risk to project management. The Project Manager controls risks within the project, and shall provide status to upper management. Any risk that is of high priority and needs support beyond the project's capability will be brought to upper management's attention for their support and/or resolution.

Important EOS Aura Project technical and programmatic risks that are addressed by mitigation planning shall be monitored and tracked by the PRM for reduction and/or closure of the risk. This process shall attempt to provide some method of measurement to show progress toward achieving the prescribed goal. An example would be to eliminate TBDs in a requirements document by a specific date. One method of showing progress would be to count the number of TBDs and report periodically on how many have been closed until the end object is achieved. It is important to point out that the information "status" on the Risk Information Sheet shall maintain a chronological and historical dialog of the periodic dated "status".

Each identified project risk that is to be mitigated with a risk plan shall address how progress towards reduction or closure can be measured. It is good to note that only meaningful data that is maintained and kept current should be collected and measured for any given project risk.

4.2 Risk Control

During the controlling phase, informed, timely, and effective decisions are made regarding risks and their mitigation plans. Risk control is performed using standard EOS Aura project management monitoring techniques. Controlling risks will be integrated and coordinated in the CRM Project Review Meetings.

The following are mitigation plan decisions:

- Replan
- PM accepts the risk ...close it
- Invoke a contingency plan
- Continue tracking and executing the current plan

The decisions to proceed on mitigation planning are essential and require current accurate data to effectively make the right decisions in the control phase. The final decisions on risk mitigation planning will be made by the Project Manager or designee.

4.3 Risk Communication

Communicating risks on the project provides personnel an understanding of the project's overall status with regard to risks and mitigation alternatives. Successful risk communication raises the level of understanding of relevant issues or actions. CRM communications have the following characteristics:

- Free flow of information between individuals, groups, and the EOS Aura Project Organization
- Inclusion of formal, informal, and impromptu communications
- Value of individual contributions
- Application of consensus voting of teams

The Risk Information Sheet and Risk Tracking Log shall be used, maintained, and controlled throughout the EOS Aura CRM process. This information will be available and reviewed by the project personnel initially at the project technical staff meetings (weekly) and then presented to the CRM project review meetings (biweekly).

EOS Aura Project has a project level Web Site that provides access to risk status information. Appendix C depicts an example of the CRM use in the EOS Aura WEB Site.

5.0 Risk Tools and Implementation

This Section identifies the tools that will be used for CRM by the EOS Aura Project. These tools are utilized throughout the project life-cycle for technical and programmatic risks. The tools are used by individuals, teams and management in identifying, analyzing, planning, tracking, and controlling project risks. These tools can be located within the CRM Guidebook. This CRM Guidebook is maintained by the PRM and a copy is issued to each student that takes the CRM course. The following tools are specifically used by the project:

- **CRM Training** The EOS Aura Project has participated in a formal training session on CRM provided by the SATC Organization in January 1999 and July 2002. This class provided the CRM methods and tools needed and identified in this plan. Any additional classes needed for future CRM training will be coordinated between the Project Manager, PRM, and SATC.
- **Risk Management Plan** (this document GSFC PG 424-11-12-001) Documents how CRM will be implemented for the EOS Aura Project. This plan will be maintained by the PRM, reviewed at least annually, and updated as required. It is the PRM's responsibility with the Project Manager's support to ensure that this plan is implemented.
- **Risk Information Sheet** (see Appendix B, Figure B-1) The initial means of identifying and documenting a risk. The form is maintained throughout the life of an identified risk, and information is added to the form as it is known and available. Status information is dated and maintained for historical records. Appendix B includes the form template and process/instructions for filling the form out. Completed forms will be maintained by the PRM in a database system under Configuration Management (CM).
- **Risk Tracking Log** (see Appendix B, Figure B-2) This list provides a risk number, title, and quick look-up for all identified and accepted project risks. The list identifies a responsible person and due date for the risk that serves as a tickler file until risks are closed. The PRM is responsible for updating, maintaining, and disseminating this list. The PRM is responsible for ensuring that the information on the Risk Tracking Log is the same information that is maintained on the EOS Aura WEB Site.
- **EOS Aura Risk Management Process Diagram** (see Appendix B, Figure B-3) The diagram depicts the project's risk management flow process. It is meant to portray that CRM is an overlay of ongoing activities and not a separate activity. It also portrays that the CRM Plan plays a major role in describing the EOS Aura CRM Process.

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- **Project Metrics** There are various types of metrics supporting both technical and programmatic activities. EOS Aura has been using metrics in estimating and showing progress within the project. This effort will continue and will be used in risk management for risk monitoring, tracking, forecasting, and reporting.
- **EOS Aura WEB Site** EOS Aura WEB Site (<http://eos-aura.gsfc.nasa.gov>) will incorporate the Risk Information Sheet for individual use and forwarding. The WEB Site will also include the Risk Action Item Log for providing status of the projects risks. A WEB Site CRM example is included in Appendix C.
- **Mitigation Plans** These plans will be developed for a risk or set of risks (similar within the same family/closely related) that require significant resources to reduce or close the risk(s). Information required for a mitigation plan (technical and/or programmatic) includes:
 - Title and serial number of the project risk(s) as is on the Risk Information Sheet
 - Description of how the risk(s) will be mitigated and measurement used to indicate progress. Provide method and frequency of reporting progress and status
 - Schedule and resources (hours, dollars, etc.) needed to implement the mitigation plan. Show the individual responsible for the activity and Project Manager approval to implement the mitigation plan
- **Project Formal/Informal Meetings** All project formal and informal meetings should have CRM as a topic on the agenda when it is appropriate. Several tools are available to be used within meetings. They range from simple Brainstorming, Multivoting and Voluntary Risk Reporting to more formal Stoplight Charts, Bar Graphs, and PERT Charts. There are two meetings where project risks have specific focus:
 - Project Technical Staff Meetings provide a means for having new risks introduced and prescreened prior to being presented at a CRM Project Review Meeting. The Project Technical Staff Meetings take place weekly or as required. New project risks are presented as an agenda item and sufficient time is set aside for initial new risk prescreen review.

- Project CRM Meetings include the project manager as chairperson, or their designee and the entire senior management staff. Other project support personnel are encouraged to attend. These meetings are biweekly and are scheduled for one hour. Project risks are reviewed and updated with the latest status and completed risks are closed at these meetings.

Appendix A - Acronyms

This appendix contains an alphabetical list of all acronyms used in this document.

CCB	Configuration Control Board
CDR	Critical Design Review
CM	Configuration Management
CRM	Continuous Risk Management
EOS	Earth Observing System
EOSDIS	Earth Observing System Data Information System
GSFC	Goddard Space Flight Center
HIRDLS	High Resolution Dynamics Limb Sounder
MLS	Microwave Limb Sounder
NPG	NASA Procedures and Guidelines
NASA	National Aeronautics and Space Administration
OMI	Ozone Monitoring Instrument
PDR	Preliminary Design Review
PRM	Project Risk Manager
PSR	Project Status Review
SAM	Systems Assurance Manager
SATC	Software Assurance Technology Center
SOW	Statement Of Work
SRR	Systems Requirements Review
TBD	To Be Determined

TES	Tropospheric Emission Spectrometer
TIMs	Technical Interface Meetings
TRR	Test Readiness Review
WBS	Work Breakdown Structure

Appendix B - Document Figures and
Process/Completing Risk Information Sheet

Risk Information Sheet

ID	Risk Title	Date Identified
Likelihood	Risk Statement	
Consequence		
Timeframe	Submitter Name	Assigned to
Context		
Mitigation Strategy		
Contingency Plan and Trigger		
Status		Status Date
Approval (PM)	Closing Date	Closing Rationale
Approval Initiator's	Closing Date	Closing Rationale Concurrence

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Figure B-1 Risk Information Sheet

Processing/Completing the Risk Information Sheet

STEP 1 This form is initiated by the risk author/originator by completing the:

- *"Identified"* date when the risk was identified
- *"Title"* short title identifying the risk
- *"Statement"* statement of the risk consisting of condition and consequence(s)
- *"Submitter Name"* person or organization that identified the risk
- *"Context"* Associated information supporting the risk

If the author/originator is aware of any additional risk information at the time of submittal to the Project Risk Manager (PRM), it certainly would be helpful to have in evaluating and processing the risk information sheet. Once the risk form has at least the five required fields filled in, it is then accepted by the PRM for processing.

STEP 2 The PRM accepts the risk form from the author/originator and places a unique number in the risk "ID" Field. The "ID" field will be a combination of an alpha and numeric identifier. This identifier will be unique for every risk see below:

- The first digit starts with "T" for technical or "P" for programmatic
- The second digit is "S" for spacecraft, "I" for multiple instruments, "G" for ground, "H" for HIRDLS, "T" for TES, "O" for OMI, or "M" for MLS
- The last three digits are numerical starting with 001 to 999

Note: If the second keyed digit is not known or not applicable substitute with the letter "N".

If any other information is known or can be collected, it is placed on the risk form by the PRM. The PRM holds the risk form along with any other risk forms for a CRM Project review. The review may be a separate CRM Review Board or may be in combination with the Configuration Control Board (CCB), Project Status Review (PSR) or other activity.

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STEP 3 The CRM Project Review consists of the immediate EOS Aura Project Staff and is chaired by the Project Manager or representative. The staff will review the risk submittal for completeness and acceptance. The risk submittal is then placed on the Risk Tracking Log for tracking. If the risk submittal is rejected the originator is notified along with the rationale and the assigned number closed/rejected.

Minutes of the project review are taken and all risk actions are facilitated and/or tracked by the PRM. The PRM ensures that the WEB Site reflects all updates of EOS Aura Risk Information. The project staff will review the status of the Risk Tracking Log and the Project Manager has responsibility for approving mitigation plans, and closing completed risks. Special topics dealing with CRM may require other individuals to support staff meetings as needed. The remaining fields on the risk form are incorporated at acceptance and during tracking and closure:

- *“Probability”* the likelihood of risk occurrence
- *“Impact”* the severity if risk should materialize
- *“Timeframe”* time to start action or mitigation
- *“Assigned to”* who is responsible for this risk
- *“Mitigation strategy”, “Contingency plan and trigger”* strategy if mitigation is used
- *“Status & Status Date”* update of actions and changes
- *“Approval”, “Closing date”, and “Closing rationale”* approval of closure and rationale

STEP 4 Once accepted the EOS Aura Risk Information Sheets are maintained and tracked to closure and kept on file. The Risk Tracking Log provides status and a quick look-up for overall progress. The PRM will maintain records for all CRM activity, and, with support from the WEB Site creator, will keep the Risk Management portion of the WEB Site up to date.

EOS Aura Risk Tracking List

Risk ID# Likelihood Consequence Timeframe	Risk Title/Responsibility Date Opened	Action Items	Planned Closure Date	Status

Figure B-2 EOS Aura Risk Tracking Log

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EOS AURA RISK MANAGEMENT PROCESS

SRR, PDR, CDR, TRR, Upper Mgt. Mtgs., Project Status Reviews, Observatory Mtgs., Instrument Mtgs., CCB Meetings Technical Interface Mtgs., Monthly, Weekly Reports

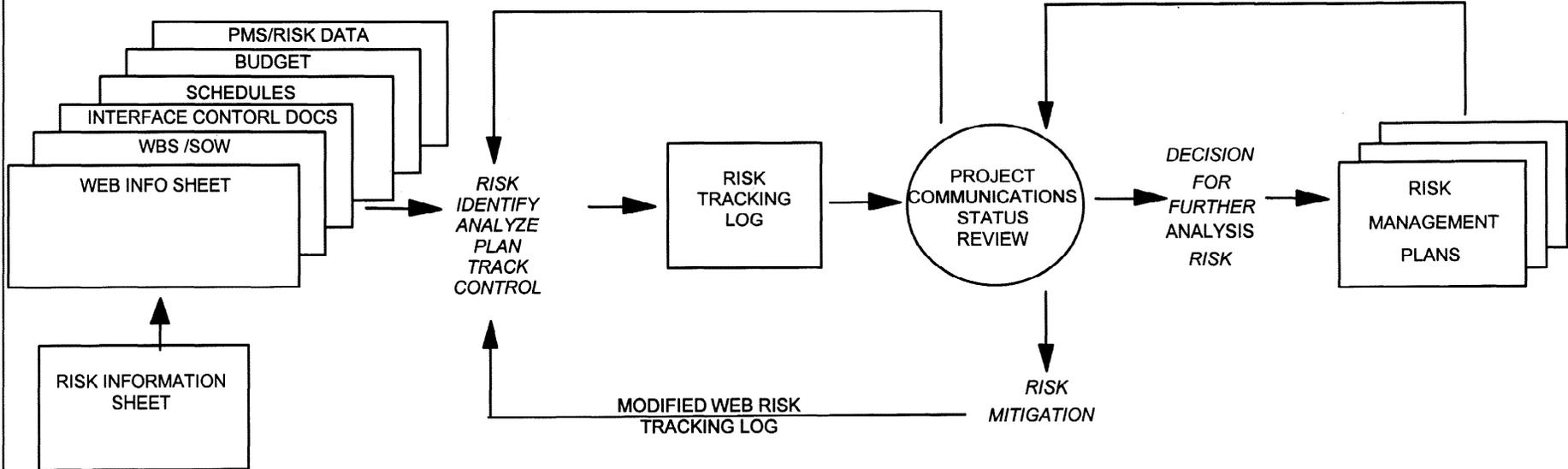


Figure B-3 EOS Aura Risk Management Process Diagram

Appendix C - WEB Site CRM Example

The Aura Project Risk Management Web Site

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<http://aura.gsfc.nasa.gov/project/risk/risk.html>

The goal of the EOS Aura Risk Information System is to provide information and feedback to the project on the risk activities, current risks, and emerging risks that may influence the development of the EOS Aura mission.

From this facility you can both SUBMIT an EOS Aura Risk Information Sheet and view the RISK TRACKING LOG that has been submitted to the system.

For more information about the Risk Information System, view EOS Aura document 424-11-12-04 (PDF Format) -- EOS Aura Project Continuous Risk Management (CRM) Plan.

All EOS Aura personnel are encouraged to visit this site frequently and identify potential risks as they come up. If you have any questions about the Risk Information System, please contact Katrina Queen and Steve Manning.

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EOS Aura Risk Information Sheet

Identified: 01 / 01 / 03		Risk Title: <input type="text"/>	
Probability: -Select One-	Risk Statement: <input type="text"/>		
Impact: -Select One-			
Timeframe: -Select One-			
Discipline: -Select One-	Area: -Select One-	Instrument: -Select One-	
Submitter Name: <input type="text"/>		Submitter E-Mail: <input type="text"/>	
Context: <input type="text"/>			
Mitigation Strategy: <input type="text"/>			
Contingency Plan and Trigger: <input type="text"/>			
Status: <input type="text"/>		Closing Rationale: <input type="text"/>	
Status Date: 01 / 01 / 03		Closing Date: 01 / 01 / 03	
Assigned to: <input type="text"/>		Approval: <input type="text"/>	
<input type="button" value="Submit Risk Information Sheet"/> <input type="button" value="Reset Risk Information Sheet"/>			